

**Haringey Council**

**Adult, Culture and Community Services**

**PERFORMANCE IMPROVEMENT PLAN**

**Areas for further development and exploration 2008 - 2009  
Following APA for 2008 - 2009 dated 12 October 2009**



Haringey Council

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## Vision and Key Service Objectives

The Haringey Strategic Partnership (HSP), in consultation with residents and partner organisations, has developed a Sustainable Community Strategy (SCS) 2007-2016. This will help enable Haringey to be a Borough we can all be proud of. Adult Services and Commissioning is committed to helping the HSP meet this vision and the work of the service will help delivery of the strategy's priority of 'Healthier people with a better quality of life.'

The Council Plan takes its priorities from the Sustainable Community Strategy (SCS) and there is a clear golden thread that links the SCS to the Council Plan and down to the Adult Services and Commissioning Business Plan. One of the Council Plan's key priorities is to 'Promote independent living whilst supporting adults and children where needed' and the outcomes that Adult Services and Commissioning delivers play a key role in supporting the council to deliver this priority.

**Adult Services and Commissioning Vision:** 'Delivering independence, wellbeing and choice within all services'.

**Service Ambitions:** Adult Services and Commissioning aims to make a real difference to people's lives, meeting their physical, personal, social, emotional, cultural needs and enabling them to be as independent as possible, by providing: straightforward, integrated information and advice to residents and excellent services for vulnerable people over 18 and their carers.

### **About the Adult Services and Commissioning:**

The function of our service is to provide a range of services in partnership with other statutory agencies, such as the NHS and the third sector as well as internal partners. The services we arrange provide a range of information, advice and care services to support residents over the age of 18 and in particular provides support to older people, people with problems relating to mental health and substance use, people with disabilities, people with HIV/AIDS and carers. We have a lead role in safeguarding vulnerable adults and protecting people from harm.



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### **Adult Services and Commissioning Principles (How we act):**

- To promote and enhance people's maximum level of independence, safety and quality of life: we will enable people to live as independently as they wish at home as long and as safely as possible;
- Meeting Individual Need: To provide services that meet each individual's specific needs;
- Work in partnership: we will work with key partners to provide integrated services and solutions for the benefit of service users and carers;
- To provide services in a fair, transparent and consistent way;
- To provide services which are effective and meet clear standards;
- Involve Users and Carers: we will ensure service users and carers are at the centre of what we do and that we work with them to ensure have a say, and are involved in the planning, delivery and reviewing of our services; and
- Protect Vulnerable People: we will ensure that vulnerable adults are protected from abuse and exploitation.

The Haringey Strategic Partnership (HSP) is committed to safeguarding vulnerable adults. It has a zero tolerance policy to abuse, neglect or harm. We have a high level commitment to safeguarding both children and vulnerable adults. The HSP has established a Safeguarding Adults Board (SAB), a multi-agency partnership to provide strong leadership on safeguarding adults locally. The Board ensures that all agencies in the partnership work together to determine policy and co-ordinate services to safeguard and promote the welfare of adults in Haringey. The Board provides the governance as it monitors the effectiveness of these services and (importantly) facilitates joint training across the agencies.

**Experience Still Counts** is Haringey's strategy that has been developed to tackle discrimination and to promote positive attitudes towards ageing in Haringey so that by 2012 "*older people are enabled to be as informed, active, healthy and independent as possible and empowered citizens at the heart of the community*". Experience Still Counts 2009-2012 is the result of a review of Experience Counts, the original strategy for 2005-2010. Once again, older people have been the key drivers in its development, working in partnership with statutory and voluntary sector organisations. The new strategy will be monitored through the Haringey Strategic Partnership's Older People's Partnership Board and the key priorities within each goal will be reviewed annually.

The new strategy includes an update on local and national developments since 2005, notes achievements from 2005-2008 and sets out priorities for 2009-2012.

Experience Still Counts covers all aspects of older people's lives and is represented by ten goals which link to the seven outcomes of the Well-being Strategic Framework as follows:

### Links between WBSF and Experience Counts

WBSF outcomes	Experience Counts goals
<b>Improved health and emotional well-being</b>	<b>Staying healthy:</b> to promote healthy living
<b>Improved quality of life</b>	<b>Being active:</b> to create opportunities for being active, including getting involved, volunteering, socializing and life long learning <b>Feeling safer:</b> to create safer communities <b>Having a safe, comfortable and well maintained home:</b> to ensure that older people have a safe, comfortable and well-maintained home (and garden) which meets their need <b>Getting out and about:</b> to ensure that older people are able to get out and about, including being able to use public transport
<b>Making a positive contribution</b>	<b>Being active:</b> to create opportunities for being active, including getting involved, volunteering, socializing and life long learning
<b>Increased choice and control</b>	<b>Keeping informed:</b> to ensure that older people have accurate information on which to base their decisions <b>Living with support:</b> to enable older people to live independently with support for as long as possible in their own homes
<b>Freedom from discrimination or harassment</b>	<b>Being respected:</b> to ensure that older people are respected and valued
<b>Economic well-being</b>	<b>Choosing work:</b> to create opportunities for employment <b>Making the most of your income:</b> to enable older people to maximize their income.
<b>Maintaining personal dignity and respect</b>	<b>Being respected:</b> to ensure that older people are respected and valued



We were recently rated by our external assessors, the Care Quality Commission (CQC):

- Adult Social Care Services is ***Performing Well***, consistently delivering above the minimum requirements for people, is cost effective and makes contributions to wider outcomes for the community. The next highest score is *Performing Excellently*.
- The Service Inspection (2009) found the Council's capacity to improve as ***Promising***.

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## Outcome 1: Improving health and emotional well-being

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			RAG
SUG	Pan Analysis	CQC Findings	National Ind.	Measure	Action	Outturn 08/09	Target 09/10	RAG	Progress	Lead Officer
All	Key Area for Improvement / Area to explore	Give priority to reducing the high level of delayed transfers of care.	131		<p>1.1 Although Haringey has improved in this key performance indicator, a benchmarking exercise at the end of 08/09 identified that we were performing significantly worse than other London boroughs.</p> <p>As part of the key actions to reduce DTOCs, a 'Whole Systems Discharge Project' is underway.</p>	17 delays p/w	Further reduce		<p>Current out turn 14.4</p> <p>The diagnostic phase of the Discharge Project is now complete. The findings from this phase have resulted in a number of short and long term recommendations (report available upon request). The short term recommendations have now been put in place. This is tightly steered and monitored through the Winter Resilience Planning Group and daily 'teleconferencing', a very solution-focused approach to discharge.</p> <p>Daily teleconference call to progress potential or acute delays from acute Trusts and Greentrees (an intermediate care facility) commenced on 1 October 2009. Participation initially from NMUHT Discharge Team, ICT, ICTT (Community Therapists), Greentrees and chaired by a senior manager within NHS Haringey. Whittington Hospital</p>	Assistant Director, Adult Services & Commissioning

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					R A G	Status  Progress	Who will do it?  Lead Officer
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			
SUG	Pan Analysis	CQC Findings							<p>Haringey patients and the Brokerage Team within Social Care Services to also be included. Initial feedback has been extremely positive from all participants. All services have consistently participated.</p> <p>A monthly DTOCs report is produced and circulated to all stakeholders so that performance and trends can be swiftly identified and acted upon. The information highlights delays by person and number of days, by hospital (acute and non-acute) and by reason, as well as trends for social care services and health delays over a year. The AD has weekly contact with their peer in the NHS and reviews all actions (for their effectiveness) on a weekly basis.</p> <p>A new hospital discharge process on FWi was launched at the beginning of November 2009. The process enables better recording of hospital discharge information and new performance requirements to be reflected and reported from FWi.</p> <p>Joint investment in step-up/step-</p>	



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Service User Group	PAN Analysis	CQC Findings	How will we measure success?					RAG	Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			
									<p>down beds by re-prioritising the Pooled Budget. These beds are tightly managed and discharge planning begins on admission.</p> <p>We have a new Stroke Local Implementation Group. A joint 'Getting back home' booklet (produced in partnership by NHS Haringey, NHS Islington and Haringey Council) provides information and guidance to stroke patients leaving hospital.</p>	
Older People	Key Area for Improvement	Address deficits in the mental health services identified by the Service Inspection.			<p>1.2 (i) Complete the work started in 2008/09 on Council joint partnership strategy and commissioning plan for Older People's Mental Health incorporating key outcomes of the National Dementia Strategy.</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>• working age dementia</li> <li>• review the service model with BEHMHT following 2008/09 Community Mental Health Team integration expand on existing early intervention initiatives and mental health promotion.</li> </ul>			<p>A consultant has been employed to take forward the completion of this strategy/plan. The completion date is end of January 2010. The Older Peoples Mental Health Steering Group is playing a key role in the completion of this commissioning strategy and plan.</p> <p>Community Mental Health Team – Integration Project established in early 2009; phase 1 of operational policy went live Summer 2009, with a single point of access and central referral point, shifting the screening of referrals (including risk) to care coordinators. Referrals are now responded to within 1 working day of receipt – with basic contact information</p>	Head of Commissioning / Head of Provider Services	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						<p>R A G</p> <p>sought to inform response times and assessment of risk. Screening at the point of referral is now robust ensuring that referrers (and users and carers) are clear within a short timescale the outcome of the referral (whether information/advise or further assessment). The second phase of the new operational policy will be implemented on 14/12/2009, with health or social care staff to act as care coordinator / care manager, reducing duplication of assessment for users and carers.</p> <p>Throughout 2009/10 the CMHT's have built on progress in shifting the treatment focus from working with severe/enduring mental health problems, to early intervention. Referrals to CMHT's (including the Memory Treatment Clinic) have increased 30% YTD, of people who are starting to experience memory problems. The recent Marie Curie research report into end of life care for people with dementia cited a good practice example of the difference having access to the memory clinic made in supporting carers</p>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						<p>(and service users) in understanding the diagnosis and disease progression.</p> <p>The Admiral Nursing Service has remodelled how the service is delivered to ensure increased access to the nurses, particular at times of carer crisis.</p> <p>Recent service developments in the Mental Health Services for Older People have been showcased on the Department of Health's Care Network website:</p> <ol style="list-style-type: none"> <li>1. Dementia Forum</li> <li>2. Admiral Nurse Clinic</li> <li>3. Tom's Club</li> <li>4. Carers Education Programme</li> <li>5. Assistive Technology Project</li> </ol> <p>For more information visit: <a href="http://www.dhcarenetworks.org.uk">www.dhcarenetworks.org.uk</a></p> <p>Early intervention work and improved access to assessment for people with dementia at earlier stages has resulted in an increase in referrals. This is a key priority from the National Dementia Strategy. A bid is being completed for part-time 'early intervention</p>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G	
									dementia social worker'.
					1.2 (ii) Open a new dementia day opportunity centre in partnership with Lewis and Mary Haynes Trust, NHS Haringey and BEHMHT.				The Haynes Centre has been operational since 19/10/09.
					1.2 (iii) Joint working on dementia care mapping with BEHMHT will continue in 2009/10.				Key staff trained in dementia care mapping in early 2009, to develop skills in using the tool and process used to develop person centred practice. A joint action plan for dementia care mapping is underway and will include cross-service dementia mapping to improve the quality of care for people with dementia. Maps have been completed (e.g. on one of the Older People's wards in the mental health trust) resulting in improvements in the way the ward is managed – for example: <ul style="list-style-type: none"> <li>Meal-times project established – for example caterers now provide finger food for patients that are able to self-feed; however, have difficulty in manipulating cutlery.</li> <li>Positive risk taking –</li> </ul>

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings						R A G	<p>supporting staff in working with patients weighing the risks of a fall against the benefits of encouraging patients to stay mobile.</p> <p>Our dementia hub is set up, as a cross organisational working group to manage the pool of dementia care mappers and develop an action plan of mapping exercises, including identifying training needs of services. Head of Service (OPS) will attend as champion for provider services. Aim is to work up the DCM proposal in the light of guidance from Older People's strategy meeting for a cross organisational project using DCM to propel and underpin positive care and practice development.</p> <p>The outcome expected is cross-organisation learning and sharing of expertise across different care environments (inpatient wards, care home settings, day opportunities settings) to improve outcomes for users and carers.</p>	Lead Officer



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Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status		Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10	RAG	Progress	
					1.2 (iv) The very small study on end of life care and dementia through joint sponsorship with BEHMHT and NHS Haringey of a Marie Curie research project to review and map care pathways of people with dementia and end of life care. This has informed the future care pathways and commissioning intentions of this group and some of the key findings will be built into the Older People Mental Health Commissioning Framework.				Marie Curie assessment of end of life care for people with dementia in LBH completed October 2009 – report published. One recommendation (based on this very small study) is to further enhance the dementia care pathway to include end of life care.	
Older People	Area to explore	How has partnership work with NHS Haringey contributed to improving healthy living outcomes for older people?			1.3 (i) Set up and commence monthly Joint Leadership Team meetings with senior managers from Adult Social Care and NHS Haringey.				Monthly meetings have been taking place since July 2009. Membership includes DMT from ACCS and senior managers from across NHS Haringey. The group acts as a steering group for joint working and its remit includes strategic planning, commissioning and joint operational priorities.	Assistant Director, Adult Services & Commissioning
					1.3 (ii) Joint 6-weekly CEMB/NHS Haringey				Joint 6-weekly CEMB/NHS Haringey meetings continue to take place. Attendees include Cabinet Members, Chief Executives and Senior Managers. Examples of items addressed:	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G	
									health inequalities, commissioning, Healthcare for London proposal on stroke and major trauma.
					1.3 (iii) Neighbourhood Commissioning Plan				The Council in Partnership with the NHS are participating in the DH Accelerated Development Programme – Supporting People to Shape Services. Local project to develop Neighbourhood Wellbeing Networks based around GP Collaboratives. For further details, please see SI Action Plan – Action 6.2 for details.
					1.3 (iv) Joint NHS Haringey/Islington Alliance Provider Board				AD Adult Services and Commissioning regularly attends Joint NHS Haringey/Islington Alliance Provider Boards which take place every two months. An away day took place on 27 October 2009 to set strategic goals for the Joint Provider Alliance.
					1.3 (v) Attendance at Clinical Strategy and Primary Care Executive Committee				AD Adult Services and Commissioning regularly attends the Clinical Strategy and Primary Care Executive Committee
					1.3 (vi) Learning Disabilities partnership working with health (Directed Enhanced Service)				We have trained 39 of the 56 GP practices in Haringey and have provided the data from FWi to the PCT so they can check their registers. To enable us to evaluate the

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						<p>outcome of the GP and collaboratives training we have developed a plan to identify how many health checks have been offered for people with LD. Haringey also part of research by university of Manchester for the DH to evaluate the outcomes of the Directed Enhanced Service. Our Health improvement group has completed a framework which includes ASD and activity is being monitored.</p> <p>With regard to implementing recommendations from 'The Michael' report we have made good progress with the Whittington.</p> <p>They have identified champions for LD across the Trust (from Trust Board to Admin) who we are going to train. They have written a strategy for providing good care to patients who have LD with our help and this has been approved by their Clinical Governance Committee, who will monitor it. We have already provided some training in their discharge planning training and have offered to provide more as appropriate. They ran a learning disability awareness (November 2009), with information</p>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G  stands outside the canteen in the main entrance of the hospital. They have introduced LD awareness into their induction for all staff and we are working on an accredited post registration module on learning disability for general nurses with Middlesex University. With regard to mental health services we are developing a bid to put to King's college to improve the therapeutic environment of St Ann's when people with LD and mental health are admitted.	Lead Officer



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## Outcome 2: Improved quality of life

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
All	Key Area for Improvement / Area to explore	Reduce excessive waiting times for major adaptations.			2.1 Establish a single major adaptations unit. Locate sole management responsibility/accountability for the delivery of the service within ACCS. Secure a single contractor for the delivery of the build element of the safer facilities adaptations.	42.9	36	R A G	<p>A single major adaptations unit was established in January 2009. The single contractor was appointed in January 2009, however was 'rested' in March 2009 due to issues of quality and performance. The next appointable contractor within the framework agreement has been mobilised and is delivering to a high standard.</p> <p>These actions have resulted in decreased waiting times for major adaptations.</p> <p>Minor adaptations performance: continued good performance in delivery of equipment – performance as at half-year 2009/10 is 98% and on course to meet target of 98% for year.</p>	Service Manager Younger & Older Adults and Occupational Therapy
All	Area to explore	How far did the balance of care shift in 2008/09 towards support in the community and preventative interventions?			2.2 Further reduce the reliance on residential/nursing care across client groups.  Increase access to preventative community based services				<p>The overarching commissioning intention is to increase access to a wider range of community based services and reduce reliance on institutional care. Each worker and lead performance officer has targets which are monitored weekly.</p>	Head of Commissioning

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings			<ul style="list-style-type: none"> <li>• telecare</li> <li>• health living programmes</li> <li>• drop-ins</li> <li>• step-down / step-up services</li> <li>• invest in extra-care</li> </ul>			R A G  Mental Health Services – Review Team established – implementing move-on action plan from residential care to supported or general needs housing.  Learning Disabilities: The work of the transition delivery group has led to the development of four main work streams, combining the CYPS and ASC groups and incorporating the work of the ASD delivery group. Outcomes to date have included the identification of the need for specialist housing for ASD residential school leavers. A project team is in place to identify site and provider. Day opportunities have been re-modelled to ensure appropriate skills training for young people with complex needs which will lead to employment. For example, this has enabled 10 people from transition to attend a newly commissioned educational resource which will equip and prepare for work opportunities for people with PMLD and complex needs.	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						<p><b>R A G</b></p> <p>The Older People Personalisation Pilot aims to provide older people with more flexible opportunities to secure the support services they might need to remain at home and participating in their community. The Pilot expects to be in a position to offer a self directed pathway to support services early in the new calendar year.</p> <p>The number of Older People admitted into residential care is managed and remains low, as we are supporting more people to live in the community. The number of older people newly admitted to residential and nursing care has continued to fall, 67 for the first 6 months 2009/10 (outturn in 2008/09 was 151)</p> <p>Business case agreed in principal at political level to redevelop sheltered scheme into extra-care housing for older people</p> <p>Older People's Mental Health: Review of national best practice undertaken and 'bottom' up approach taken in standardising care pathways, including ensuring access to a range of preventative</p>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						<p>R A G</p> <p>services.</p> <p>The Commissioning work stream of the Personalisation Programme has undertaken detailed market research (including gap analysis) of services currently available to personal budget holders, informing a market development framework to ensure improved market readiness of a variety of community and preventative services. The framework includes capacity building (in collaboration with Economic regeneration and HAVCO) of community groups and social enterprise and workforce transformation.</p> <p>Work is underway with key providers in moving to providing care that delivers user outcomes. Meetings have been held (November 2009) with key domiciliary care providers to start testing and piloting this from January 2010.</p> <p>Number of step-down flats in sheltered housing increased to 21 across all client groups.</p> <p>The Community Alarm Service</p>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						<p>R A G</p> <p>provides a service to frail and vulnerable service users, 24 hours a day, including people at risk of racist and homophobic attack or domestic violence. The service receives some 250,000 calls a year. A key part of our prevention is <a href="#">'telecare'</a>.</p> <p>Links between ICT, Rapid Response and Community Alarm (including Telecare) strengthened. This improved link between services has improved the robustness of the early intervention care pathway, and increased access to preventative services.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• Drop-in centres – increased usage –650 regular attendees. 1000 sessions of foot care offered per annum.</li> <li>• Use of telecare increased - 140 more referrals for telecare equipment to be installed</li> </ul> <p>Publicity campaigns – special edition of Haringey People in November 2009 – information and advice offered. The Older People</p>	



Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings						R A G	Partnership Board and the Haringey Forum for Older People directly inputted into this article – (copy available upon request) Quarterly Older People's newsletter to be produced from 2010.	



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### Outcome 3: Making a Positive Contribution

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
Older People	Key Area for Improvement	Consolidate developments to progress the Service Inspection finding that participation by older people could be developed further.			3.1 (i) Commissioning framework for advocacy will be completed by October 2009.			R A G	<p>The Council has completed a framework for strengthening the range of advocacy. A comprehensive review including gap analysis across client groups was undertaken of current advocacy services funded through Council, NHS Haringey and other third parties May 09. The outcome of the review identified key areas for development:</p> <ul style="list-style-type: none"> <li>Specialist advocacy in mental health and learning disabilities</li> </ul> <p>A voluntary sector partner has been approached to create a capacity building post to work with other third sector partners in developing specialist advocacy to support transforming social care.</p> <p>Further investment in MIND and MENCAP has strengthened our learning disabilities and mental health advocacy service offer.</p> <p>Meetings with preferred provider to scope work plan started May 2009 (ongoing). Working group established in November 2009 with preferred</p>	Head of Commissioning
				3.1 (ii) Development and Capacity Building post with the Citizens Advice Bureau.						

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G	
									provider to take forward proposal.
					3.1 (iii) Service specification developed for specialist advocacy services for Adult & Older People's Mental Health, Learning Disabilities and Safeguarding				See progress against action 3.1(i)
					3.1 (iv) 'Personalising Your Care and Support' Events				The Personalising Your Care and Support events on 9-10 October was the public launch of the transformation of social care in Haringey, and an opportunity for people to get involved. It was aimed at residents of the Borough who use or may in the future use our services and their families. As a result of the event – which was well attended, included stalls run by providers of care services, and workshops on personalisation and self-directed support – there will be a 'road show' of events across the borough. A reference group has already met and will continue to meet on a regular basis in the future to discuss wide-ranging topics, and to directly inform the implementation of the changes to social care. This will ensure that not only individual services but the programme as a whole is

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
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									responsive to and designed around individual's and families' needs.	
						3.1 (vi) Adult Social Care Green Paper consultation ('Big Care Debate')			Haringey Council submitted a response on behalf of the Haringey Strategic Partnership to the Adult Social Care Green Paper 'Shaping the Future of Care Together' (Department of Health, 2009) after a consultation involving elected members, Council officers, the voluntary and community sector and service user Partnership Boards. A Green Paper Consultation day was held, funded by the Lewis and Mary Haynes Trust, hosted by Age Concern Haringey and Council officers from Adult Culture and Community services and introduced by the Cabinet Member for Adult Social Care and Well-being. The event was attended by forty four service users, residents and carers from the borough. We also consulted the Faith Forum, a regular meeting with local Faith Leaders hosted by the Director of Adult, Culture and Community Services.	
						3.1 (vii) Haringey Forum for Older People			The Haringey Forum for Older People meets regularly and currently has 881 members, some	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
								<p>of whom are elected as members of the Older People Partnership Board. As well as influencing the way in which services are run, the Forum is also a very friendly and sociable group. HFOP have contributed to the development of a number of initiatives since April 2009, including the Community Engagement Framework, Core Strategy, Affordable Warmth Strategy, Free Swimming Initiative, and the Domiciliary Care Core Design Group.</p> <p>Older People Personalisation Pilot launched with staff and residents. Resident consultation event took place on the 10<sup>th</sup> November 2009 for older people. The aim of the event was to introduce people to the transformation agenda and to recruit volunteers to act as a reference group to guide and support the older people's pilot. The reference group is now fully established and operational.</p>	
All	Area to explore	How is service user engagement developing to reflect the self-directed care agenda?			3.1 (viii) Older People Personalisation Pilot – Launch Event				Programme Co-ordinator Personalisation
					3.2 (i) Communications and Consultation Plan				

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G	
					3.2 (iii) TSCPb – reference group (all service users)				<p>The launch event for the Mental Health Personalisation Pilot is planned for January 2010; the reference group will be recruited to during December. Our learning log (available upon request) reflects our learning so far from the personalisation pilots.</p> <p>A new reference group has been set up by the TSCPb and includes service users from <i>all</i> areas. First meeting on 13 November. Meetings will take place every 4 – 6 weeks from January 2010.</p> <p>Service user representatives from this group will sit on the TSCPb.</p>
					3.2 (iv) 'Personalising Your Care and Support' events				See progress against action 3.1 (viii) for further details.
					3.2 (v) Voluntary Sector Event – 7 October 09				HAVCO sponsored event called "Can we do business in a personalised market place". Council officers and third sector partners debated the role of the third sector in the transforming social care agenda. The outcome of the event is a provider forum and smaller focus groups (domiciliary care and supporting people providers; residential providers).
					3.2 (vi) Learning Disabilities engagement				<ul style="list-style-type: none"> <li>Haringey Learning Disability Partnership Board Away Day</li> </ul>

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
	SUG	Pan Analysis	CQC Findings	National Ind.	Measure	Action	Outturn 08/09	Target 09/10	RAG	Progress
									<p>21st October 2009: In response to Valuing People Now (DH 2009) the Partnership Board decided to review how it works and what it does. People who use services, families and carers, professionals and staff were invited. Over 120 people attended with a good mix of participants including strong representation from people who use services and family carers. Four key themes emerged about membership, decision making, and communication within and about the Partnership Board. All decisions relating to budget, resources, and service development to be discussed and agreed at the Partnership Board. Learning Disability Executive will work to the same rules as the Partnership Board around clear communication, partnership working and information.</p> <ul style="list-style-type: none"> <li>Engagement with service users and carers in in-house residential and respite service.</li> </ul>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					RAG	Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			
SUG	Pan Analysis	CQC Findings							<ul style="list-style-type: none"> <li>• Easy read information provided to service users re. self-directed support.</li> <li>• Mencap advocacy services used to assist service users engaging in the pilot. This has enabled 47 service users to volunteer for the pilot and contribute to how it is being carried out. The involvement of the reference group and input of individuals has enabled the development of a user friendly self assessment questionnaire.</li> <li>• One-to-ones with families and young adults to explain personalisation. Financial support to fund self developed carer group which has developed as a reference group for personalisation.</li> </ul>	



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## Outcome 4: Increased Choice and Control

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
All	Key Area for Improvement	Reflecting the Service Inspection judgement of Adequate for this outcomes, implement the resulting action plan which relates both to care management and to self-directed care services.			4.1 See Service Inspection action plan, Outcome Themes Personalised Services and Leadership & Commissioning, for relevant actions.			See Service Inspection action plan, Outcome Themes Personalised Services and Leadership & Commissioning, for relevant progress.	Assistant Director, Adult Services & Commissioning
All	Key Area for Improvement	Ensure that personal budgets pilots report within 2009/10, so that learning from them influences further developments reliably.			4.2 Learning from personal budgets pilots to be regularly reported to TSCP.			Initial report, using new national progress measures, produced October 2009 and presented to David Behan when visiting Haringey on 30 October 2009.  Further 'Learning Log and Progress Report' produced for the Physical Disabilities and Learning Disabilities Personalisation Pilots (completed November 2009).	Programme Co-ordinator Personalisation Agenda / Head of Personalisation, Younger and Older Adults (Occupational Therapy, HIV and Substance Misuse)
	Area to explore	Although direct payment activity was high it was pushed up by very high numbers of one-off payments to carers. Along with personal budgets, how will you ensure that			4.3 By 1 April 2010, all new eligible service users who are over 65, have <i>physical disabilities</i> or <i>learning disabilities</i> , will have personal budgets. Target: 250 service users will have			On track to reach target of 250 service users with personal budgets by 1 April 2010.  On track to reach target of all new service users having a personal budget by the end of 2010/11.	Programme Co-ordinator, Personalisation

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G	
		target activity levels for self-directed care are achieved?			<p>personal budgets (in addition to those service users with direct payments).</p> <p>By June 2010, all eligible <i>community mental health</i> service users will have personal budgets.</p> <p>By the end of 2010/11, all new service users (all groups) will have personal budgets. At Review all service user support plans will be reviewed at least annually and when change is required to the support plan, their needs will be reassessed using the SDS pathway.</p>			<p>All new eligible service users with <i>physical disabilities</i> have a personal budget (since July 2009).</p> <p>All new eligible service users with <i>learning disabilities</i> will start having personal budgets in December 2009.</p> <p>All new eligible service users who are <i>over 65</i> will start having personal budgets in February 2010.</p> <p>We will also offer a personal budget at the review stage on a voluntary basis for 'old' SUs currently using services.</p> <p>Direct payment performance as at end of October 2009:</p> <ul style="list-style-type: none"> <li>• Older People: 140</li> <li>• Physical Disabilities: 163</li> <li>• Learning Disabilities: 28</li> <li>• Mental Health: 9</li> <li>• <b>Total: 340</b></li> </ul>	
	Area to explore	How are you increasing the opportunities for			4.4 (i) Ensure holistic, outcome focused support			All practitioners have received internal training (since July 2009)	Assistant Director Adult

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings						R A G		
		independence and choice within care managed services following the CQC Service Inspection?			planning.				and guidance on outcome focused support planning. Care planning now: <ul style="list-style-type: none"> <li>• Focuses on what the service user or carer wants to achieve in their life from their perspective, the outcomes or improvements they want for themselves.</li> <li>• Involves empowering service users to look at their whole life in a holistic way.</li> <li>• Includes consideration of any cultural and/or religious needs.</li> </ul>	Services & Commissioning
					4.4 (ii) New care planning tool & FWi episode and practice guidance issued.				A new care planning tool episode has been implemented on FWi which enables practitioners to record outcome focused care plans accurately. The episode includes prompts that ensure the plan remains focussed on the outcome and considers the case holistically. The episode has been developed so that information within the plan is easily understandable to users, carers and colleagues.	
					4.4 (iii) New outcome focus				Training has been commissioned from an external provider and	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings			care/support planning training (external provider).			R A G		
					4.4 (iv) Complemented by self-directed support planning work already commenced through pilots.				began in November 2009. It focuses on outcome focused care/support planning, cultural and religious needs and aspirations, in line with self-directed support and increased choice and control. This complements the internal training undertaken by the AD, Adult Services and Commissioning, earlier in the year and the work in the practice forums (see progress against action 5.1 (ii) for further details on practice forums). .	
					4.4 (v) Workforce Transformation Project linked to InLAWS.				Self-directed support planning work commenced in Learning Disabilities, Physical Disabilities and Older People pilots that are underway. Mental Health pilot to commence early 2010.	
									Haringey Workforce Transformation project plan in place. Strategic Workforce Transformation sub-group chaired by AD Adult Services and Commissioning, meets every 6 weeks. The wider cross reference group meets bi-monthly. A project initiation document for the 'Review of Job Descriptions in Adult Social Care' has been drafted. Project/change manager recruited. The workforce is stable, with	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G  decreasing and relatively low levels of vacancies, turnover and sickness absence.  Six key priorities for the workforce agreed: <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Recruitment and retention</li> <li>• Workforce remodelling and commissioning</li> <li>• Workforce development</li> <li>• Joint and integrated working between social and health care and other services</li> <li>• Regulation, assuring public safety and raising standards of care in the social care workforce</li> </ul>	



## Outcome 5: Freedom from Discrimination and Harassment

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
All	Key Area for Improvement	Respond to findings in the Service Inspection that some care planning lacked focus on cultural and religious issues, and so were not holistic.			5.1 (i) Ensure holistic, outcome focused support planning.			R A G	See progress against actions 4.4 (i), 4.4 (ii) and 4.4 (iii) above.  Reviews are stable and performance continues to increase monthly and on course to meet the target of 82% in 2009/10.	Assistant Director, Adult Services & Commissioning
				5.1 (ii) Improve management oversight of practice.			Revised case file audit in place to monitor quality of assessment, support planning and reviews. Audits uploaded to case file. Case file supervision now has an auditable link to case file audit. Each service undertakes 5 audits per month. Director of ACCS meets with one social worker per month to go through a selected file.  Practice forums take place regularly in all service areas, including safeguarding. Reflective case studies are presented by staff and learning from these is discussed by the forum. Recommendations are made on how practice can be further improved. These forums enable staff to share good practice and work through issues that have			

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
								<p>arisen together, resulting in improved service and outcomes for service users.</p> <p>For example, key learning points from the LD practice forums have highlighted a number of areas for development including partnerships and joint working with mental health trust, supervision, training, information and communication. A specific case to highlight with regards to cultural appropriate pathway following safeguarding investigation has resulted in a long term piece of work supporting the family to enable a person with LD to develop independence from the family and explore alternative options to a forced marriage situation which parents felt was the only option to support their daughter in t he long term.</p>	
All	Area to explore	How are Equality Impact Assessments and other developments in adult social care contributing to progress towards Level 2 of the Equalities Framework for Local Government?			<p>5.2 (iii) Continue initiatives using the Equalities Framework for Local Government to improve performance:</p> <p><b>'Knowing your communities and equality mapping'</b></p>			<p>The new Equalities Framework for Local Government (EFLG) allowed us to align evidence of our current equality practice to a specific level of achievement. We looked at and matched our evidence to the EFLG's 32 questions of 'How was this done and what is the evidence?' Most of the evidence</p>	Assistant Director, Adult Services & Commissioning



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Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings			<ol style="list-style-type: none"> <li>1. JSNA</li> <li>2. Borough Profile</li> <li>3. Needs Assessments</li> <li>4. Case recording</li> <li>5. Research governance framework</li> <li>6. EIAs</li> </ol> <p><b>‘Place shaping, leadership, partnership and organisational commitment’</b></p> <ul style="list-style-type: none"> <li>- led by sustainable community strategy</li> </ul> <p><b>‘Community engagement and satisfaction’</b></p> <ul style="list-style-type: none"> <li>- led by Community engagement framework</li> </ul> <ol style="list-style-type: none"> <li>1. Access to service days</li> <li>2. Translation and interpretation services</li> <li>3. Easy to read communication materials</li> <li>4. Cultural awareness events</li> <li>5. Consultations</li> <li>6. User surveys</li> <li>7. Specific group forums and partnership boards</li> </ol>			R A G	<p>was at <b><i>an achieving authority (level 2)</i></b>. We arranged our evidence under the five performance areas of the EFLG, which will help us to improve performance to achieve level 3 – <b><i>an excellent authority</i></b>.</p> <ul style="list-style-type: none"> <li>• Older people needs assessment complete; mental health needs assessment to be completed in January 2010.</li> <li>• EIAs: approach across partnership is being unified. Cultural Strategy, Personalisation, User Payment Policy and Personal and Sexual Relationships EIAs to be finalised in 2009/10.</li> <li>• Cultural awareness events took place at the Haven Day Centre and Abyssinia Court Drop-in Centre in autumn 2009.</li> <li>• Low Vision Services Committee meets quarterly to identify and act upon required service development.</li> <li>• Scrutiny Review of Day Centre Transport involved</li> </ul>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings			<p><b>‘Responsive services and customer care’</b></p> <ol style="list-style-type: none"> <li>1. Joined up services</li> <li>2. Person centred care packages</li> <li>3. Equalities in procurement</li> <li>4. Monitoring by ACCS Equalities Board</li> </ol> <p><b>‘A modern and diverse workforce’</b></p> <ol style="list-style-type: none"> <li>1. People strategy</li> <li>2. Skills development</li> <li>3. HR monitoring, policies and procedures</li> <li>4. Equal pay and conditions review</li> <li>5. Transforming Social Care Overview</li> </ol>			R A G	<p>and consulted service users, carers and staff.</p> <ul style="list-style-type: none"> <li>• Carers Partnership Board revitalised – chaired by Dignity in Care Champion and have 19 other carers as members.</li> <li>• Care packages have been modified to meet the need of individual service users.</li> <li>• Equalities performance monitored and reported through ACCS Equalities Scorecard. This is provided to the WBPB and subgroups, CEMB, Council Members and ACCS DMT who cascade to service managers.</li> </ul>	



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## Outcome 6: Economic Well-being

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
All	Area to explore	The Council's benchmarking suggests that employment achievements among people with learning disabilities are rather above average within London? How can this be developed across the user groups, in the context of the current economic climate?			6.1 (l) Employment initiatives at the Winkfield Resource Centre			R A G	Assistant Director, Adult Services & Commissioning

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G	
									<p>advantage to this initiative is that having gained part time employment the personal assistants will have the opportunity to freely access NVQ training in Health and Social Care and provide them with a pathway to further future employment and also to skill the workforce required for personalisation.</p> <p>The Clarendon Centre has a full time Employment Support Worker advising and working with centre members with all aspects of job hunting from CV preparation to job search and application. Up until April 2009 Richmond Fellowship were based at the Clarendon Centre and offered a service to all people in the community recovering from mental illness. They placed over 20 people in sustained open market employment and over 100 in voluntary work placements. Since the Richmond Fellowship left Clarendon Centre service users have sustained 5 open market jobs, 5 voluntary work placements with other organisations and over 12 have sustained voluntary positions in house.</p>
					6.1 (ii) Mental Health				

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						<p>On November 29<sup>th</sup> 2009 a group of 4 volunteers will open and run the Clarendon Centre without staff presence. This represents the first step in a project to establish user led independent organisations.</p> <p>Mental Health Services continue to promote employment and voluntary work placements through the establishment of social firms. 15 people worked voluntarily at Studio 306 and the project made over £700 in one week in November during the Chocolate Factory Open Studio event. We have bid for 15 extra Future Job fund positions for the Studio. The A Team, a social firm, supports its workers to gain employment skills such as cleaning, light removals, gardening, painting and decorating. Their order book is full and they have also just taken on work with Libraries to maintain library gardens. We have bid for an additional 10 Future Job Fund job for the A team."</p> <p>Employment figures from all partners involved in supporting employment opportunities until end of October 2009:</p>	
					6.1 (iii) Continue successful employment initiatives within Learning Disabilities				

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						<p>Paid employment: 52            Voluntary employment: 168 including the volunteering at Wolves Lane            Work trials: 10            Work preparation: 32 , including CV development</p> <p>In LD, human resources have been working jointly with Occupational Therapy and a job description has been developed for an Administrative Support Officer which incorporates job carving. This will shortly go to advert targeted at 3 to 4 people with LD who will complement each other and carry out different aspects of the role.</p> <p>ABG - The Well-being Partnership Board currently commissions 16 projects, funded by the Area Based Grant (ABG), that works</p>	
					6.1 (iv) Area Based Grant funded projects				

<sup>1</sup> **Haringey Guarantee** is the Strategic Partnership's flagship employment and skills programme. The Haringey Guarantee works with employers, schools and colleges, skills training providers, employment services and local communities to deliver:

- Jobs for unemployed local people who already have skills to a level required by employers
- Jobs for local people with relevant skills following completion of training courses and/or work placements
- Routes into structured, relevant, training and education for local young people
- Support for local businesses by providing

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						<p>R A G</p> <p>directly to help residents living in Haringey achieve economic well-being. For 2009/10, funding totals £788,246.</p> <p>Some highlights from funded projects (as at 30 September 2009):</p> <p><b>Reaping the Benefits:</b></p> <ul style="list-style-type: none"> <li>• 183 new clients have received benefits advice and assistance</li> <li>• £369,468.04 gained for clients through increased benefits take up</li> <li>• 27 clients have been referred for employment advice to Haringey Guaranteed.</li> <li>• debt deferrals/or write offs for clients totalling: £264, 199.75</li> </ul> <p><b>Employment for People with Learning Disabilities:</b></p> <ul style="list-style-type: none"> <li>• 2 service users supported to travel independently over 8 training sessions per week.</li> </ul>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings						R A G	<ul style="list-style-type: none"> <li>16 service users have been involved in 8 sessions of CV workshop and working skills workshop.</li> <li>60 prospective employers have been contacted to discuss job opportunities for people with learning disabilities.</li> <li>2 presentation to raise awareness on how we support people with learning disabilities into work was delivered to 17 students and Haringey staff</li> <li>2 service users in already in voluntary placement have had their day increased. 1 new voluntary placement for 2 service users at a cycling project</li> <li>15 new work plans started and 18 work plans reviewed</li> <li>11 service users involved in one to one work preparation session</li> <li>3 Job coaches within the Employment and Training Centre continue to support 11 people in paid work and 13 people in voluntary</li> </ul>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G  placements  <b>Welfare to Work:</b>  378 people registered onto mainstream employment and skills programmes including Haringey Guarantee <sup>1</sup> , Pathways to Employment, Condition Management, and Families into Work. Of these 60 have gone into supported employment.  <b>Employment Project (mental health):</b>  <ul style="list-style-type: none"> <li>• 80 people have received a service</li> <li>• 25 people increased or maximised income</li> <li>• 2 people have sustained employment</li> <li>• people have taken up supported voluntary work placements.</li> </ul> <b>BMECSS Community Income:</b>  <ul style="list-style-type: none"> <li>• Over 120 people have been informed.</li> <li>• 132 clients have been seen and their quires have been</li> </ul>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					R A G	Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			
SUG	Pan Analysis	CQC Findings							<p>dealt with.</p> <ul style="list-style-type: none"> <li>• 119 clients have been provided with language support.</li> <li>• 69 benefit applications have been made.</li> </ul> <p><b>Appropriate Adult B-Tech Training:</b></p> <ul style="list-style-type: none"> <li>• 20 trainees started training this year</li> <li>• 3 trainees gained employment in August and September</li> </ul> <p><b>Happy Opportunities:</b></p> <ul style="list-style-type: none"> <li>• 16 participants have saved at least £10.00 since joining the programme. 8 people said they have earned at least £10.00 since joining.</li> <li>• 3 participants have secured full-time employment and 4 are part-time.</li> </ul> <p><b>AC Benefits Outreach:</b></p> <ul style="list-style-type: none"> <li>• Information and advice was provided to 628 clients</li> <li>• 30 clients have been helped</li> </ul>	

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings						R A G	<p>to increase their household income by an average of £47 per week.</p> <ul style="list-style-type: none"> <li>18 clients have been given grants from a number of charities and/or been awarded refunds totalling £15,742 in additional income.</li> <li>£113,369 in benefit entitlements and grants secured for clients in Haringey.</li> </ul> <p><b>CAB</b></p> <ul style="list-style-type: none"> <li>The project has dealt with 72 enquiries relating to economic well-being and advice and support has been given in the areas of benefits, debt, employment and finance.</li> </ul> <p>ACCS Revenue Investment bid (£250k) for creation of a Volunteering Initiative in partnership with Corporate Resources, LBH Transformation Grant, NHS Haringey and Voluntary Sector to set up a volunteering unit, which will enable a timebank of volunteering hours to be created.</p>	
					6.1 (v) Volunteering					

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
SUG	Pan Analysis	CQC Findings						R A G	
					6.1 (vi) Haringey Council – further employment initiatives			<p>A volunteering scheme (Timebank), funded by DH grant of £31k, is currently in operation with the Mental Health Service. Over the past 12 months: 79 members signed up to date.</p> <p>Haringey Strategic Partnership will bid for funding from '<b>Care First Careers</b>' and '<b>Future Job Funds</b>'. Care First Careers provides funding to incentivise job opportunities in the care sector for young people unemployed for 9 months or more. The Future Jobs Fund provides part funding for new posts created; 71 posts have been identified within ACCS.</p> <p><b>Apprenticeships</b>, funded by Skills for Care, are currently going through recruitment. A total of 14 appointments have been provisionally offered to people currently unemployed: 6 posts in Learning Disabilities, 3 posts in Older Peoples Residential Services and 5 posts in Older People's Day Centres.</p>	
					6.1 (vii) Continue to monitor performance of outcomes in relation to economic well-being (ongoing).			<p>Targets from projects/initiatives relating to Outcome 6 are regularly monitored using the Council's performance and budget</p>	



Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings						R A G	monitoring processes. Monitoring focuses on outcomes of activities to service users.	



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## Outcome 7: Maintaining Dignity and Respect

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
All	Key Area for Improvement	Fully implement the Service Inspection action plan, which reflects a range of deficits in day-to-day safeguarding practice that contributed to the Service Inspection judgement of Adequate.			7.1 See Service Inspection action plan, Outcome Theme Safeguarding Adults, for relevant actions.			R A G	See Service Inspection action plan, Outcome Theme Safeguarding Adults, for relevant actions.	Head of Safeguarding Service
All	Area to explore	Following initial feedback from the CQC Service Inspection in January 2009, what has been achieved to date in the following areas of the resulting action plan?  <ul style="list-style-type: none"> <li>o case recording;</li> <li>o follow-up protection planning;</li> </ul> quality assurance, including learning from case file audits.			7.2 See Service Inspection action plan, Outcome Theme Safeguarding Adults, for relevant actions.				See Service Inspection action plan, Outcome Theme Safeguarding Adults, for relevant actions.	Head of Safeguarding Service



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## Leadership

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
All	Key Area for Improvement / Area to explore	Give political, corporate and partnership priority to full achievement of the extensive Service Inspection action plan.			<p>8.1 (i) Corporate Performance team to monitor data quality following audit.</p> <p>8.1 (ii) Embed actions to address Service Inspection action plan within ACCS' business plans.</p>			R A G	<p>Ongoing. Corporate Services to carry out follow up to quality assurance exercise in January 2010.</p> <p>Detailed actions to address Service Inspection action plan are embedded in ACCS' business plans which are monitored and reported to DASS, Corporate and Cabinet member on a quarterly basis.</p>	Assistant Director, Adult Services & Commissioning
All	Area to explore	How are partnerships within the local whole system contributing to the transformation agenda, particularly self-directed care and safeguarding?			<p>8.2 (i) Transforming Social Care Programme Board</p> <p>8.2 (ii) Service user pilots, including reference groups</p>				<p>TSCP, chaired by the Cabinet Member for Adult Social Care and Well-being meets monthly. Representatives from across the Council and NHS Haringey. A new reference group has been set up by the TSCP and includes service users from all areas (see progress against action 3.2 (iii) for further details of this reference group).</p> <p>See progress against action 3.2 (ii) for further details on reference groups. Joint learning from the reference groups has informed the self-directed support process so that it can be rolled out for both these services.</p>	Programme Coordinator, Personalisation

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings			8.2 (iii) Service user partnership boards			R A G	Partnership Boards (including Older People Partnership Board, Mental Health Partnership Board, Learning Disability Board and Carers Partnership Board) have been fully involved in the development of the Transformation agenda.	Lead Officer
					8.2 (iv) Partnership working with NHS				Representatives from Primary Care at NHS Haringey and Adult Social Care in Haringey Council are meeting in December 2009 to commence partnership working on the implications of self-management in health and self directed support in social care.	



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## Commissioning and use of resources

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10		
All	Area to explore	What progress has been made in withdrawing from the use of services rated Poor or Adequate by CQC, especially out of borough residential and nursing home placements?			<p>9.1</p> <ul style="list-style-type: none"> <li>We have committed to making all new placements and care packages to registered care providers that have a quality rating of good or excellent – i.e. no new placements would be made with providers rated poor or adequate. In addition to this we committed to increasing the level of review and monitoring of users placed in care homes that were in poor/adequate homes, including facilitating service users to move on to alternate providers where appropriate / necessary. We are also supporting care homes that have an adequate or poor rating within the borough regardless of whether we fund users within the home, with a</li> </ul>			<p>R A G</p> <p>CQC have provided Councils with latest CRILL (Capturing Regulatory Information at the Local Level) in September 2009. Analysis of the CRILL is currently underway and will be completed for submission to CQC on 30<sup>th</sup> November 2009. A comprehensive update will be available after this.</p> <p>Council's In-house provision is all rated as 'Good' as at the most recent CQC regulatory inspections.</p> <p>Osborne Grove Nursing Home won the National WOW! Award (the largest National Awards for Customer Service in the world) for the best healthcare provider. The Haven Day Centre and the Alexandra Road Crisis Unit were also finalists in the National WOW! Awards.</p> <p>Additionally, we have three main providers of home care services in Haringey; each rated good or excellent following CQC</p>	Head of Commissioning

Service User Group	PAN Analysis	CQC Findings	How will we measure success?					Status	Who will do it?	
			National Ind.	Measure	Action	Outturn 08/09	Target 09/10			Progress
SUG	Pan Analysis	CQC Findings			view to supporting an improvement in quality rating(s).			R A G	inspection. Of the homecare suppliers rated by CQC, 99% of clients were using suppliers rated good or excellent. 357 clients (44%) use our internal homecare provision which was rated as good by CQC. None of our providers are rated as poor. As part of our home care survey in 2008/09, 80% of respondents described themselves as satisfied with the service, felt they had as many visits from their care workers as they needed, and said they felt in control of their daily lives.	

## Glossary

Abbreviation	Meaning	Service/ further explanation
ACCS	Adult, Culture and Community Services	Name of directorate
AD	Assistant Director	
ADASS	Association of Directors of Adult Social Services	
ASC	Adult social care	
ASD	Autistic Spectrum Disorders	
BEHMHT	Barnet, Enfield and Haringey Mental Health Trust	
CASSRs	Council with Adult Social Service Responsibilities	
CEMB	Chief Executive's Management Board	Chief Executive's senior management team
CMHT	Community Mental Health Team	
CQC	Care Quality Commission (previously known as the Commission for Social Care Inspection)	Inspection body for adult social care

Abbreviation	Meaning	Service/ further explanation
FWi	Framework I	Electronic social care record system
HAVCO	Haringey Association of Voluntary and Community Organisations	
HFOP	Haringey Forum for Older People	
ICT	Integrated Care Team	
ICTT	Integrated Community Therapy Team	
InLAWS	Integrated Local Area Workforce Strategies	
LBH	London Borough of Haringey	
LD	Learning Disabilities	
MHT	Mental Health Trust	
NMUHT	North Middlesex University Hospital Trust	



Haringey Council

CSCI	Commission for Social Care Inspection (now known as the Care Quality Commission)	Inspection body for adult social care
CYPS	Children and Young People's Services	
DASS	Director of Adult Social Services	
DCM	Dementia care mapping	
DMT	Directorate Management Team	Director of ACCS' senior management team
DTOC	Delayed Transfers of Care	
EIA	Equalities Impact Assessment	
EFLG	Equalities Framework for Local Government	
EMI	Elderly mentally ill (dementia)	
FACS	Fair Access to Care Services	Eligibility criteria for accessing social care services

Phys Dis	Physical Disabilities Service	
PMLD	Profound and Multiple Learning Disabilities	
RBM	Routine Business Meeting	
SAS	Self-Assessment Survey	Annual assessment of adult social care
SI	Service Inspection	Independence, Well-being and Choice inspection that took place January – April 2009
SOVA	Safeguarding of Vulnerable Adults	
SU	Service User	
TSCP	Transforming Social Care Programme Board	
WBPB	Well-being Partnership Board	Thematic Board that sits beneath the Haringey Strategic Partnership
YTD	Year to date	

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